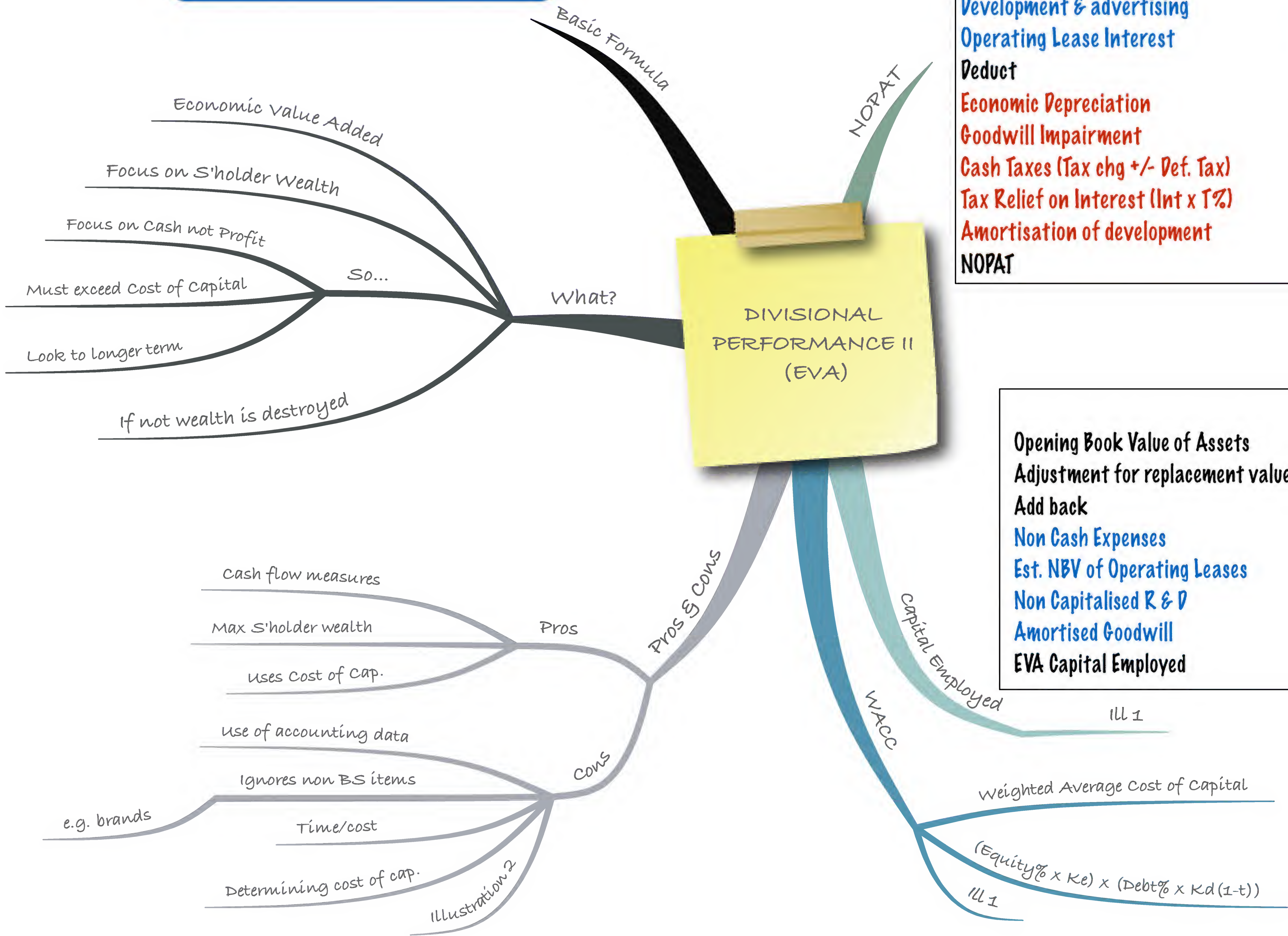
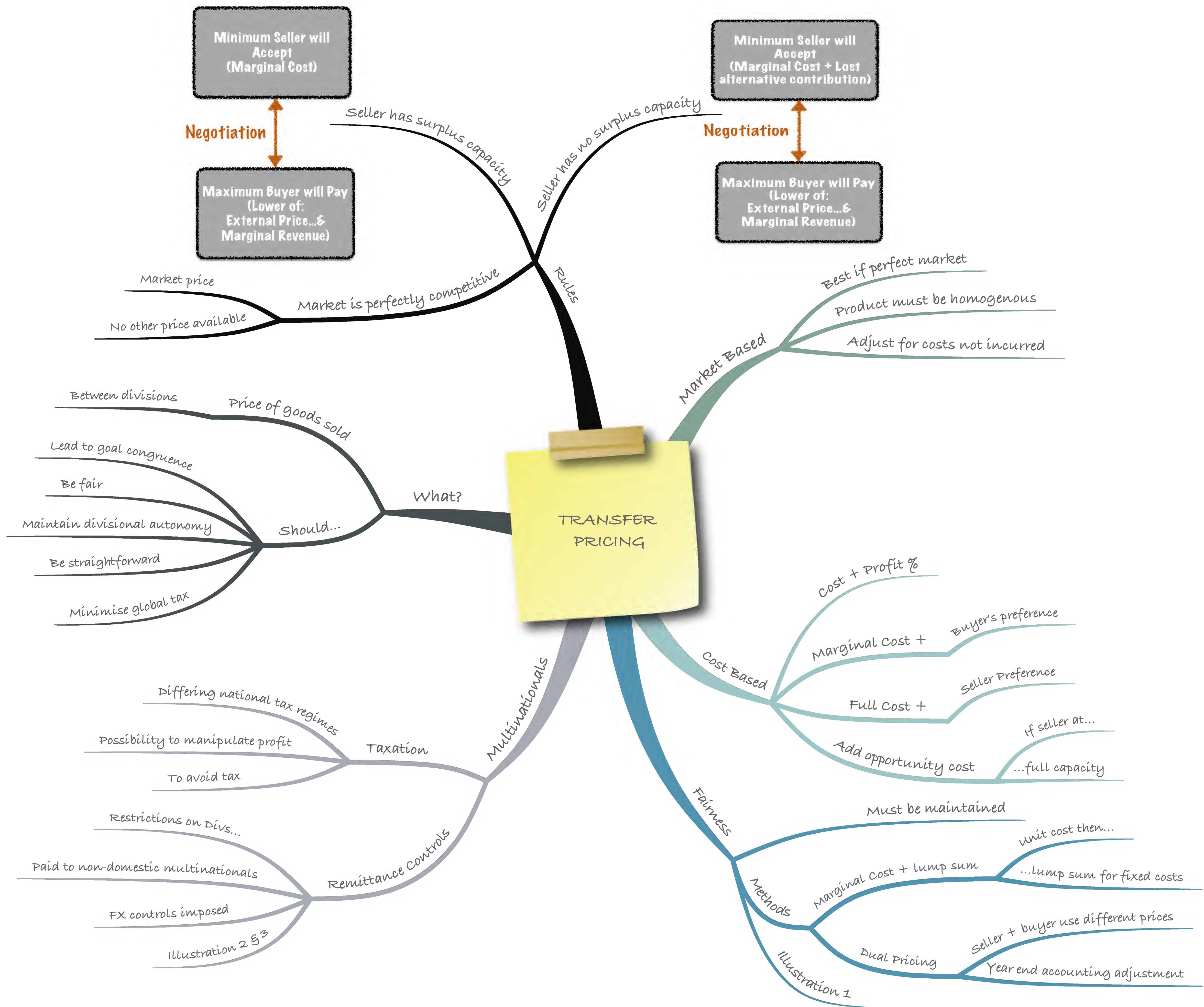


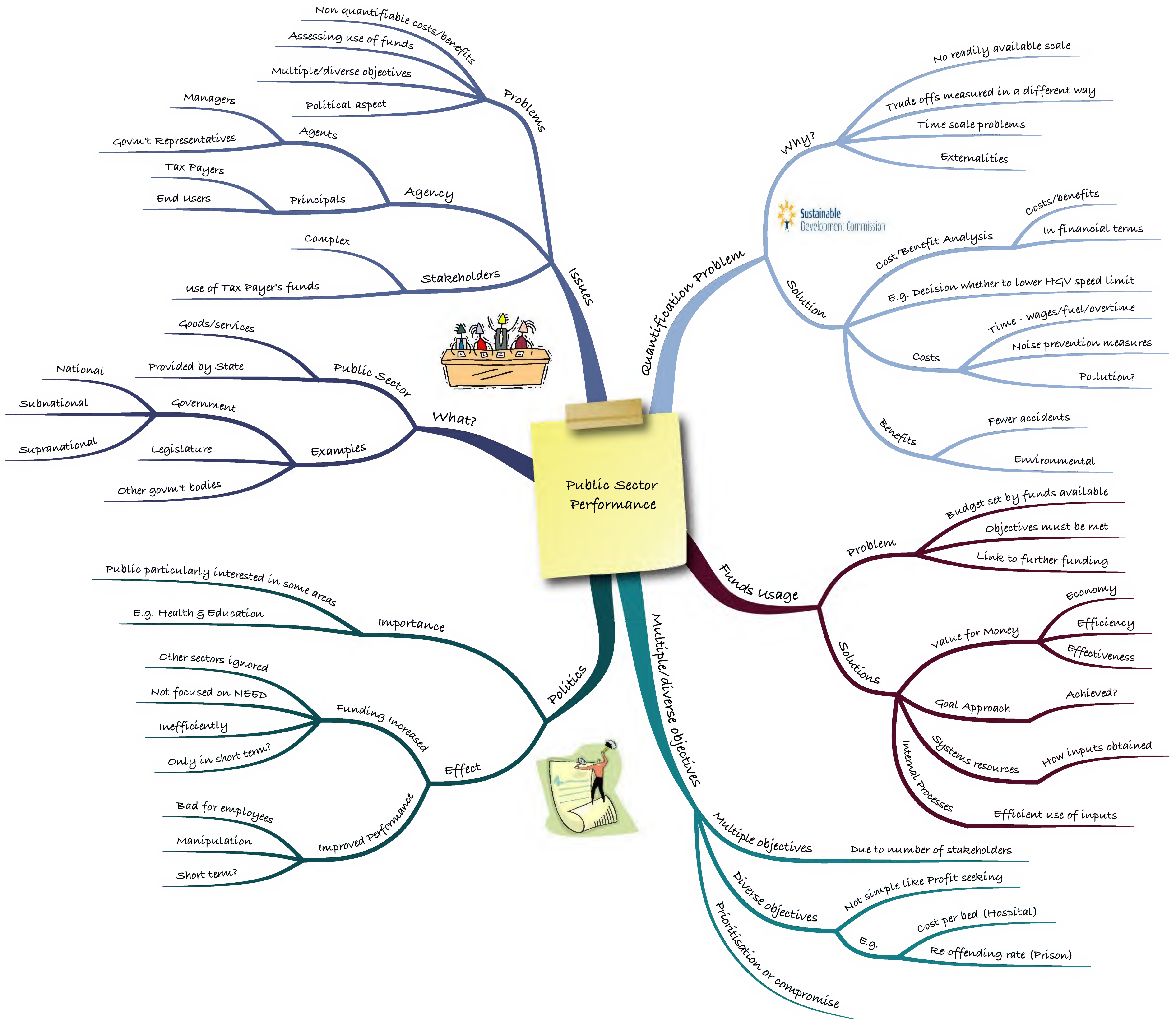
Net Operating Profit After Tax (NOPAT)	X
Less:	
Economic Value of Capital Employed x WACC	(X)
EVA	X

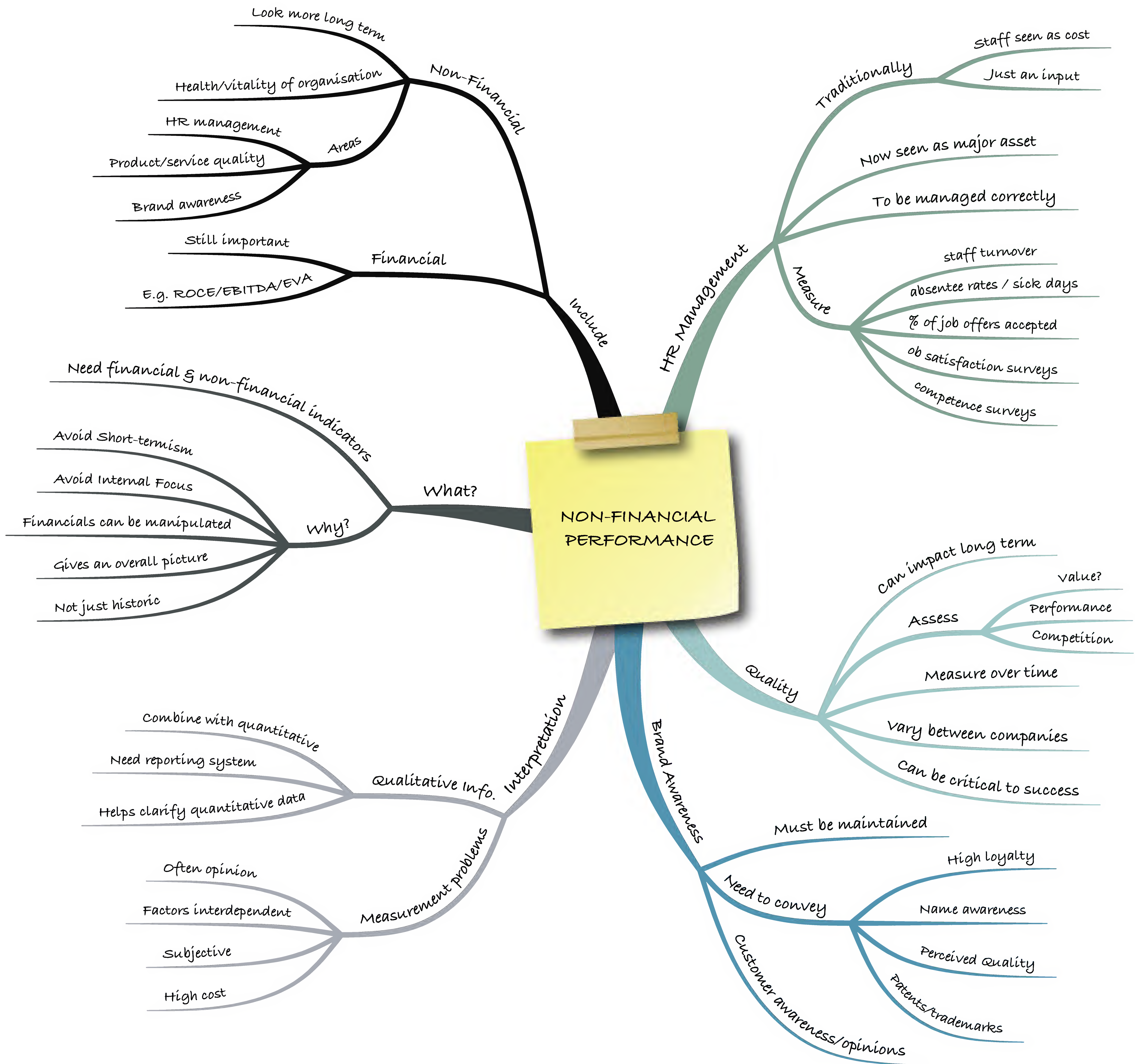
	\$	\$
Operating Profit (PBIT)		X
Add back non-cash		
Accounting Depreciation	X	
Non Cash Expenses	X	X
Add back value adding expenses		
Goodwill Amortisation	X	
Development & advertising	X	
Operating Lease Interest	X	X
Deduct		
Economic Depreciation	(X)	
Goodwill Impairment	(X)	
Cash Taxes (Tax chg +/- Def. Tax)	(X)	
Tax Relief on Interest (Int x T%)	(X)	
Amortisation of development	(X)	(X)
NOPAT		X

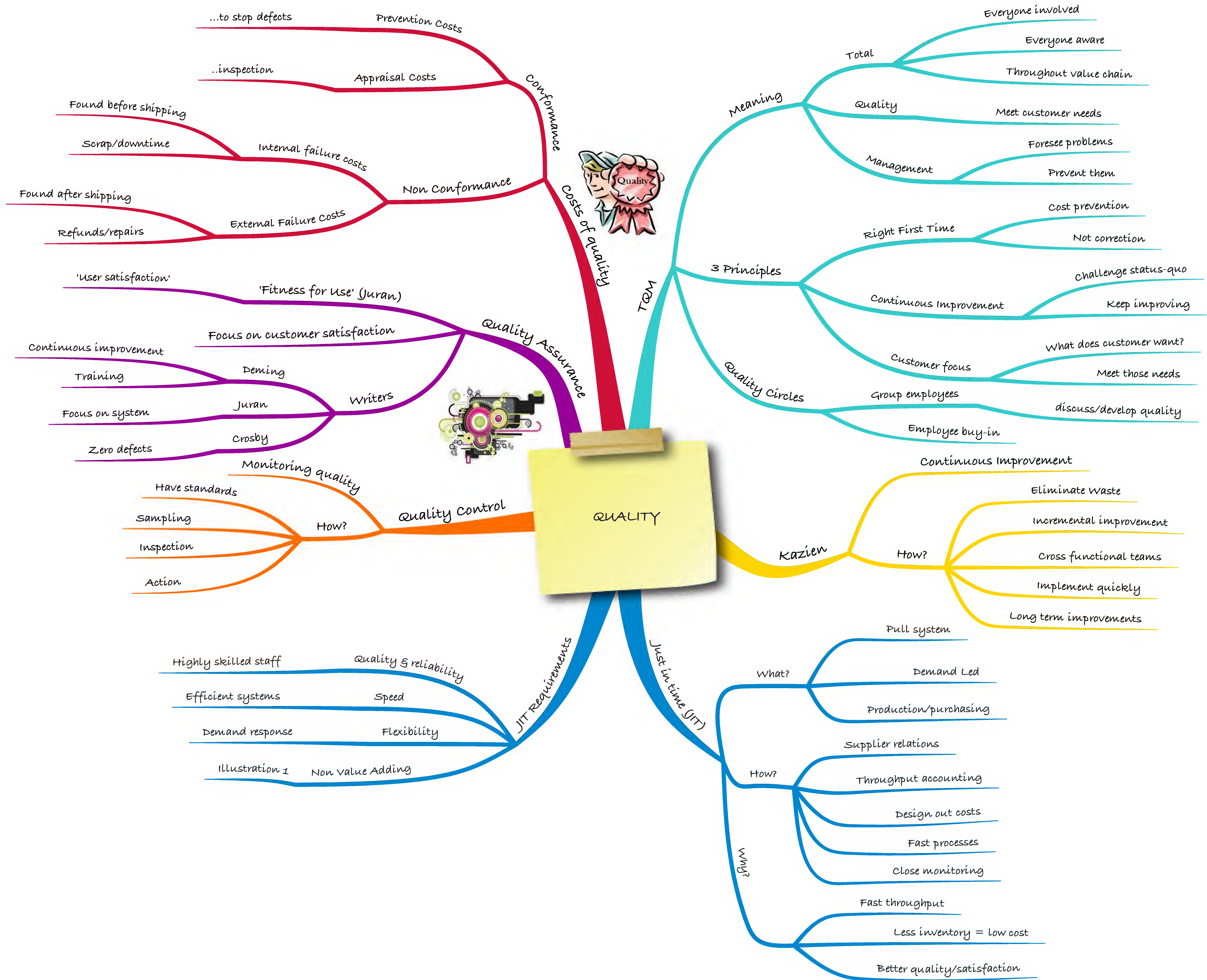
	\$	\$
Opening Book Value of Assets		X
Adjustment for replacement value		(X)/X
Add back		
Non Cash Expenses	X	
Est. NBV of Operating Leases	X	
Non Capitalised R & D	X	
Amortised Goodwill	X	X
EVA Capital Employed		X

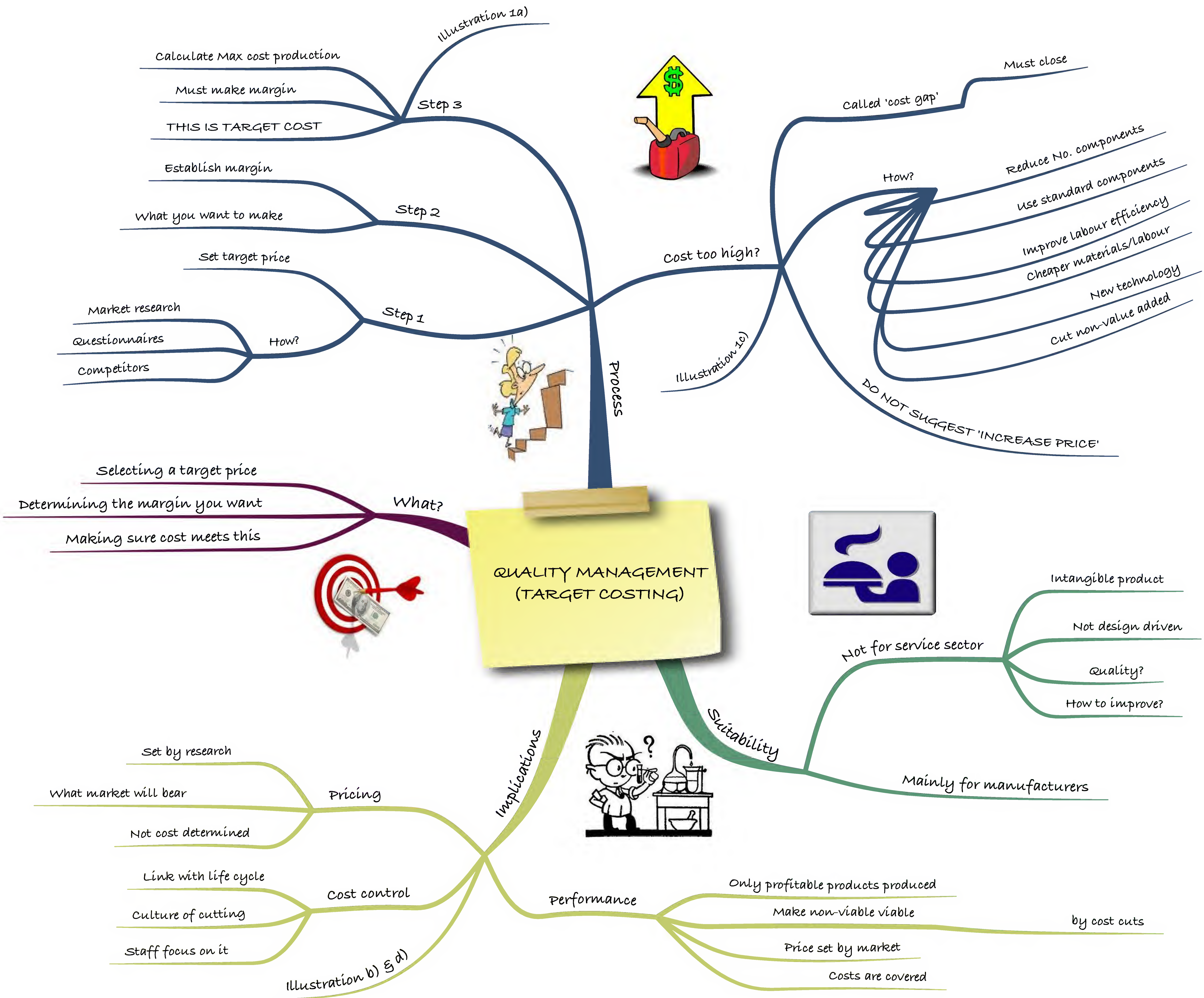


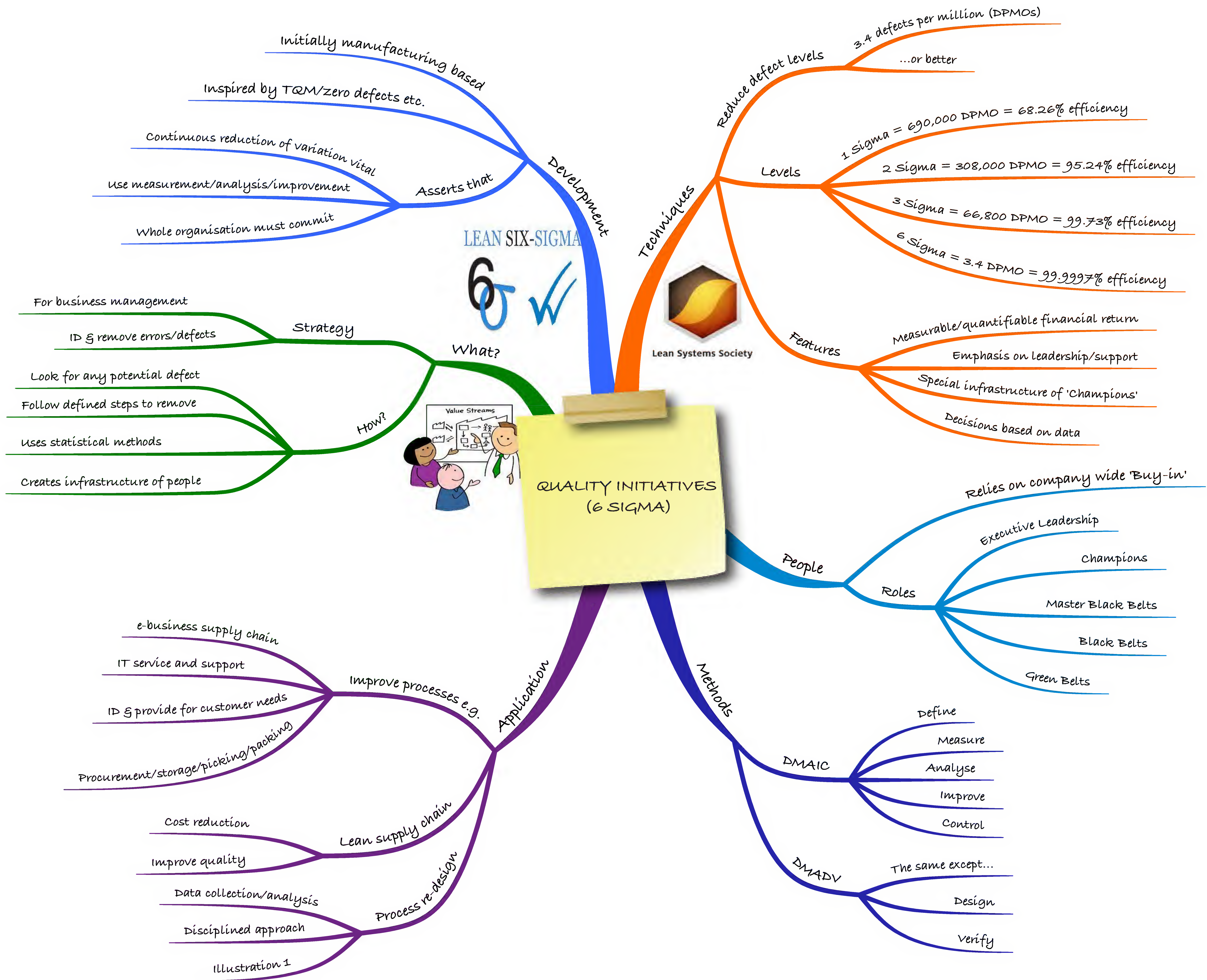


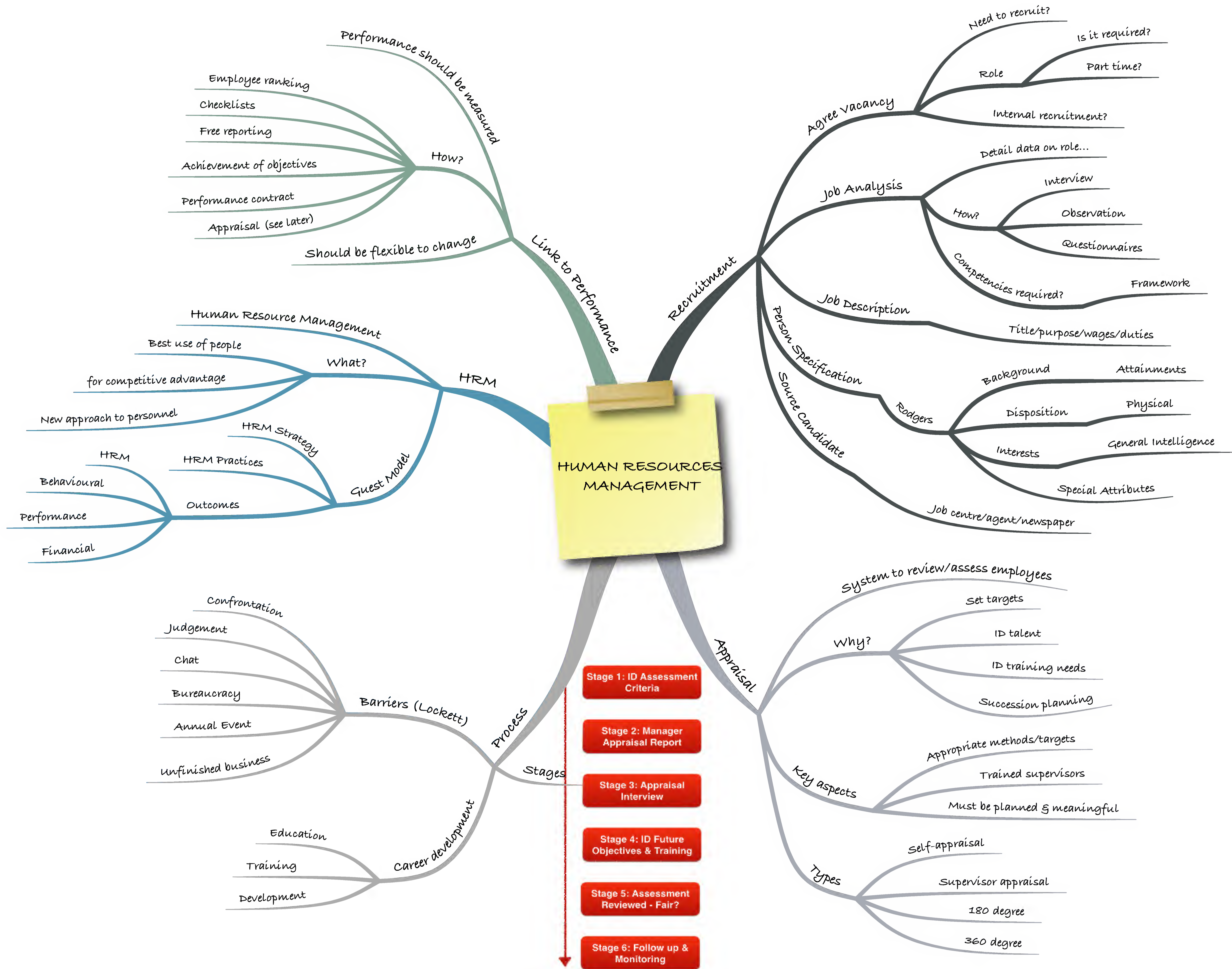


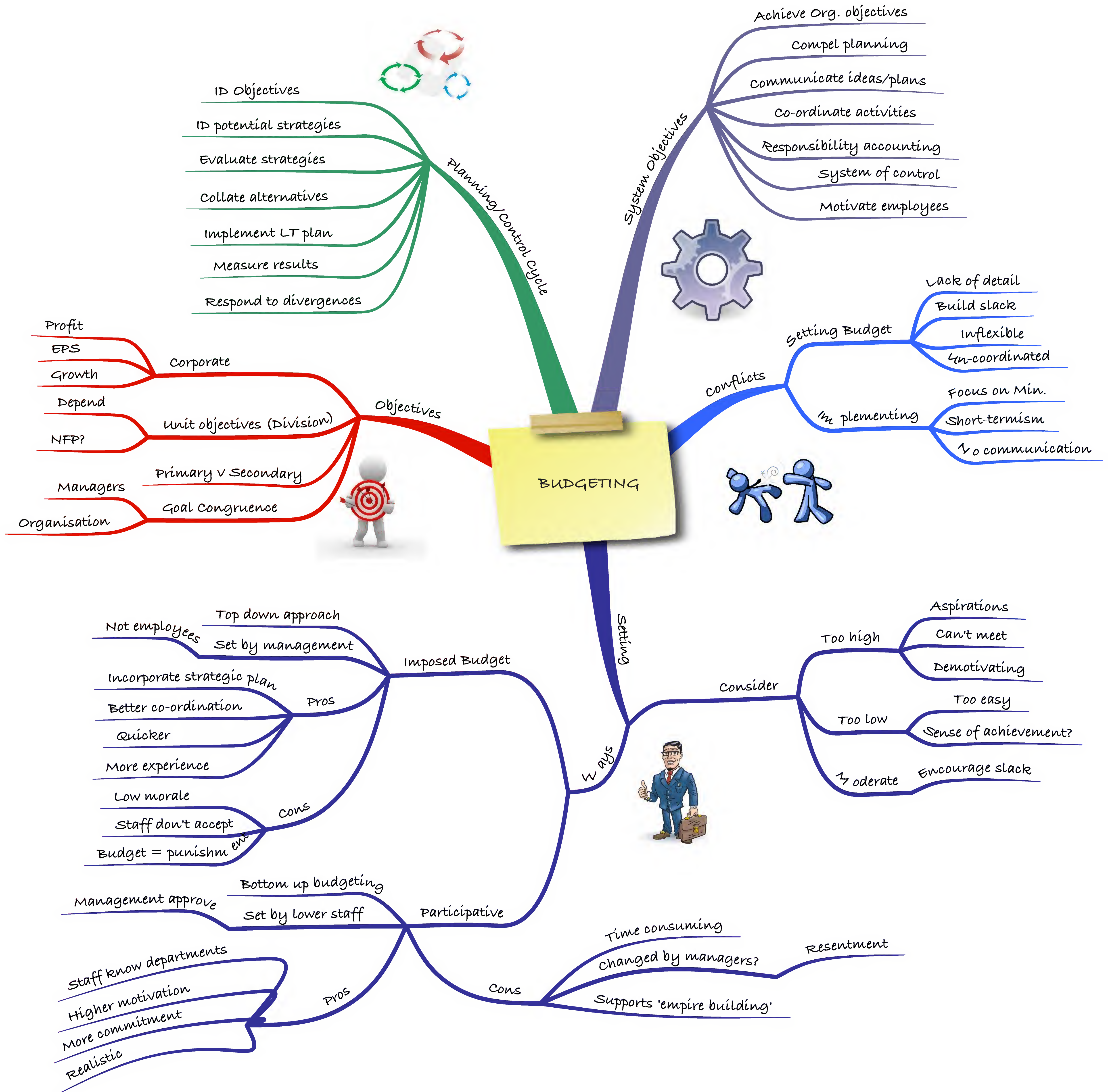


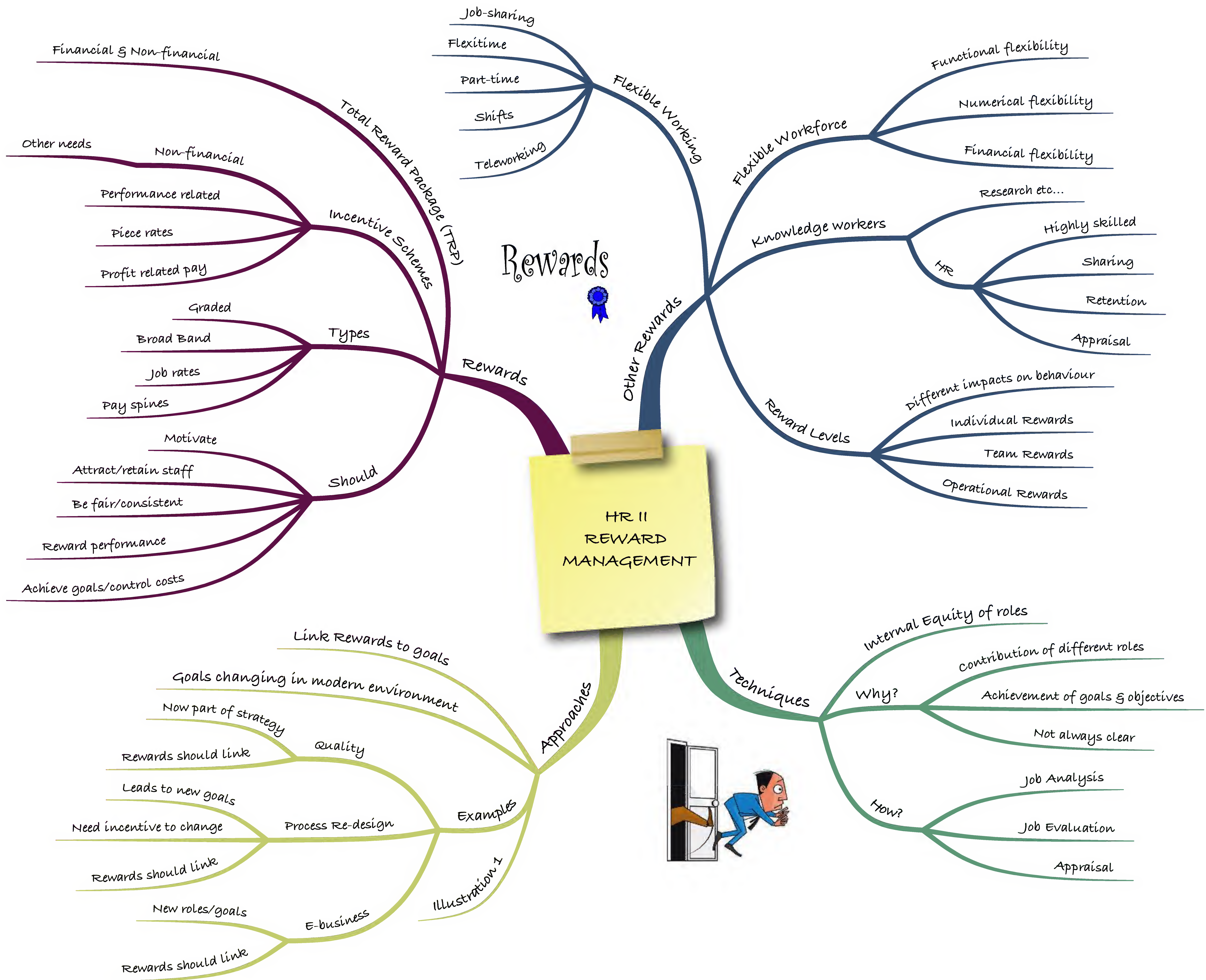


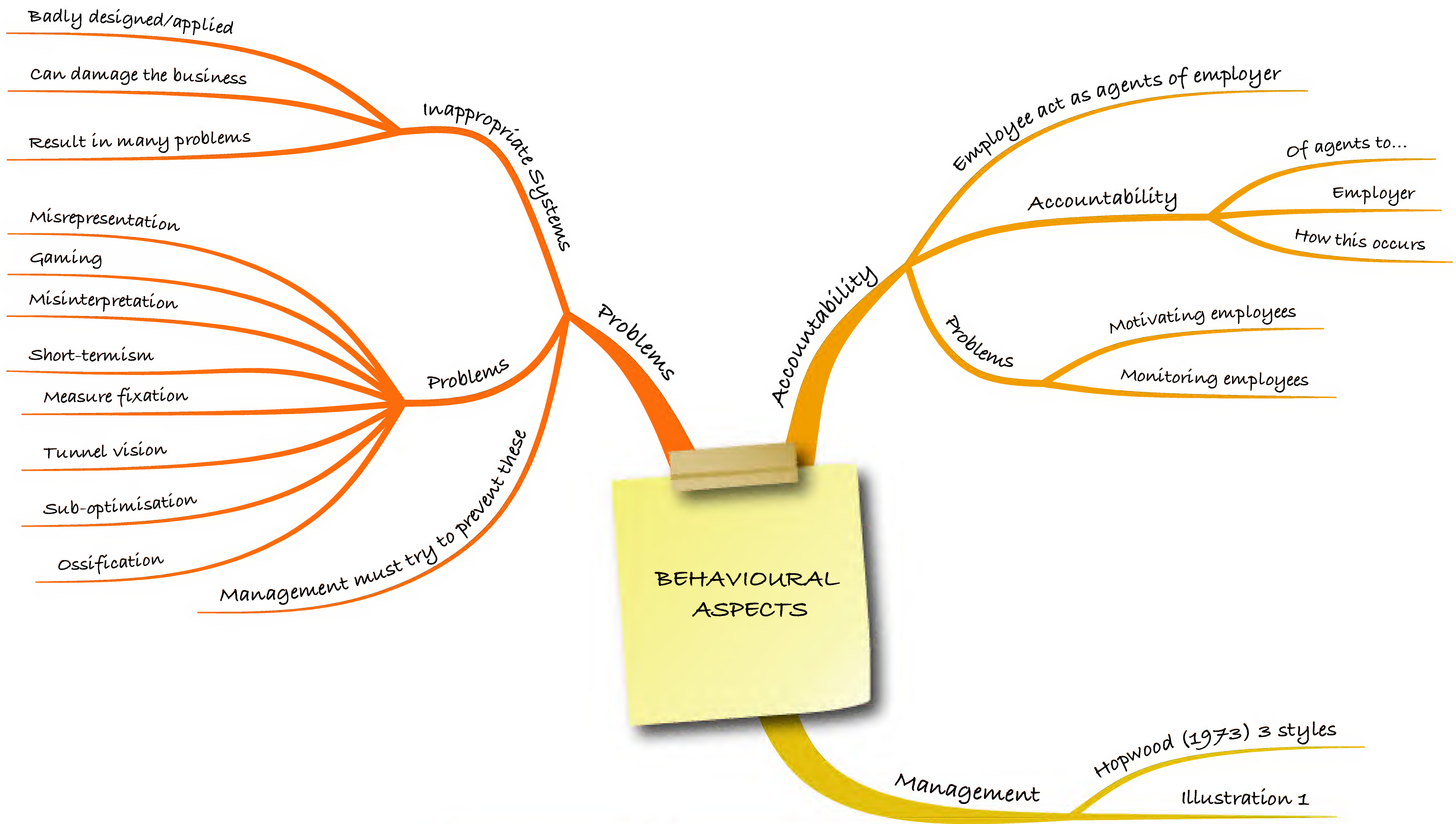




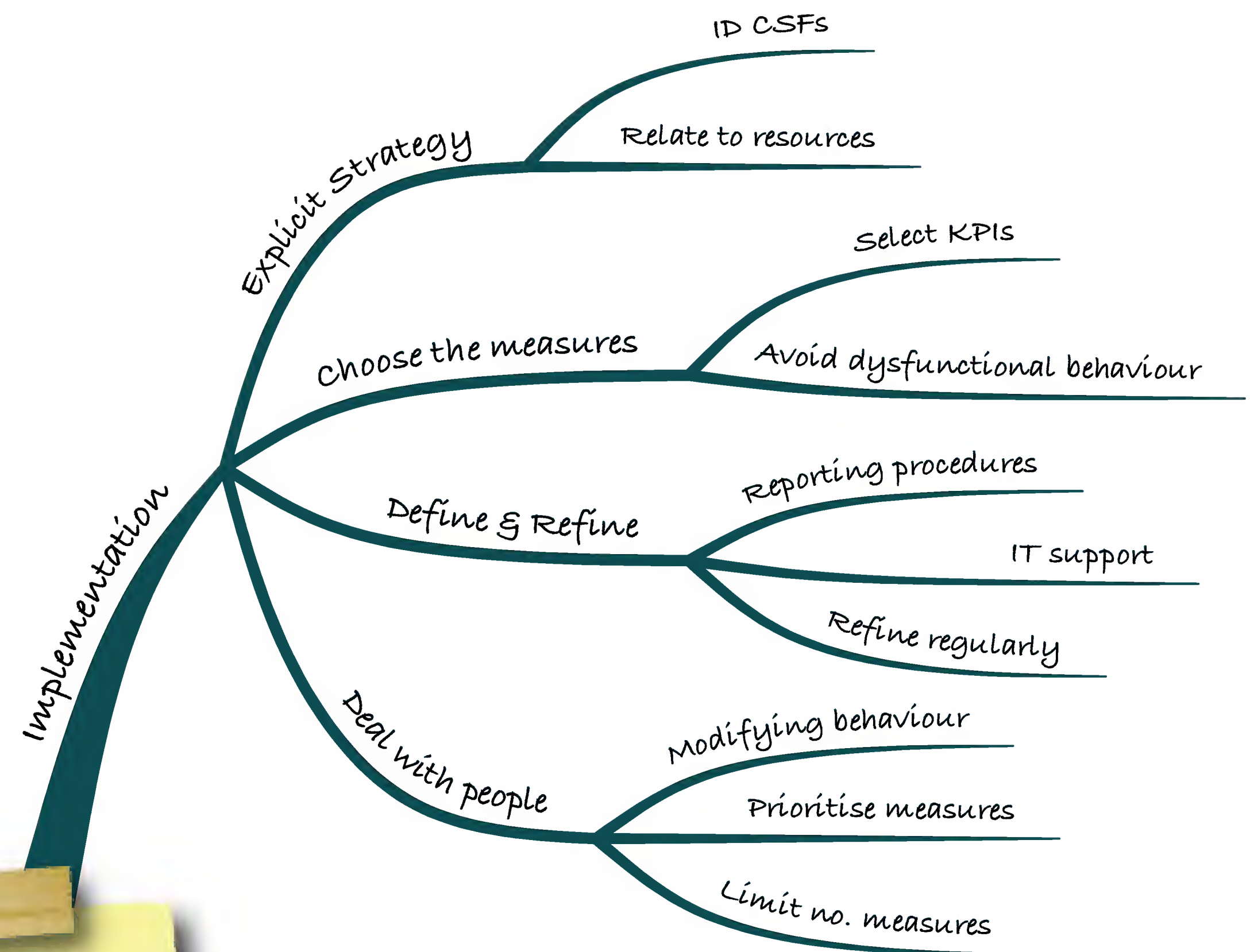
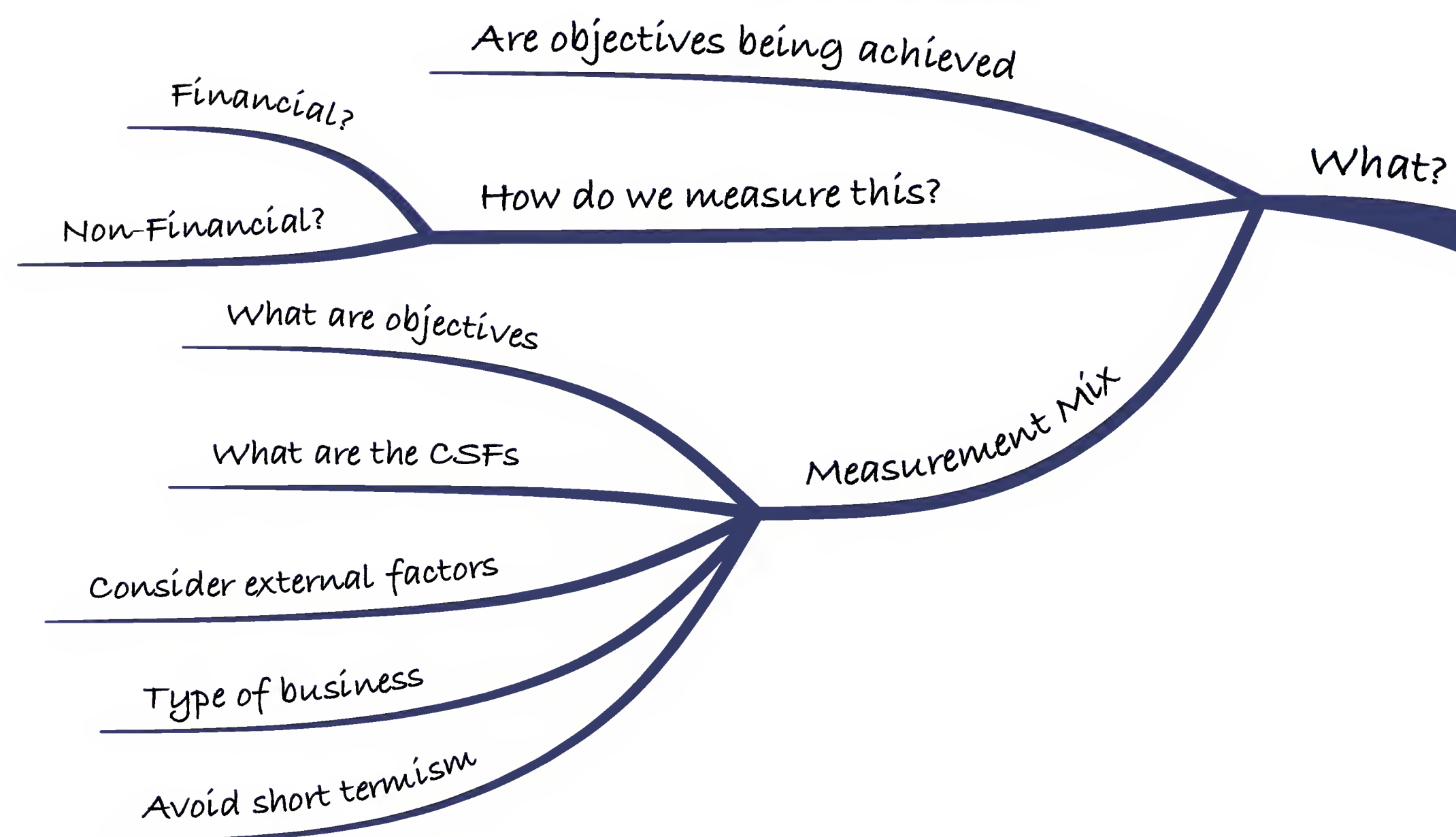




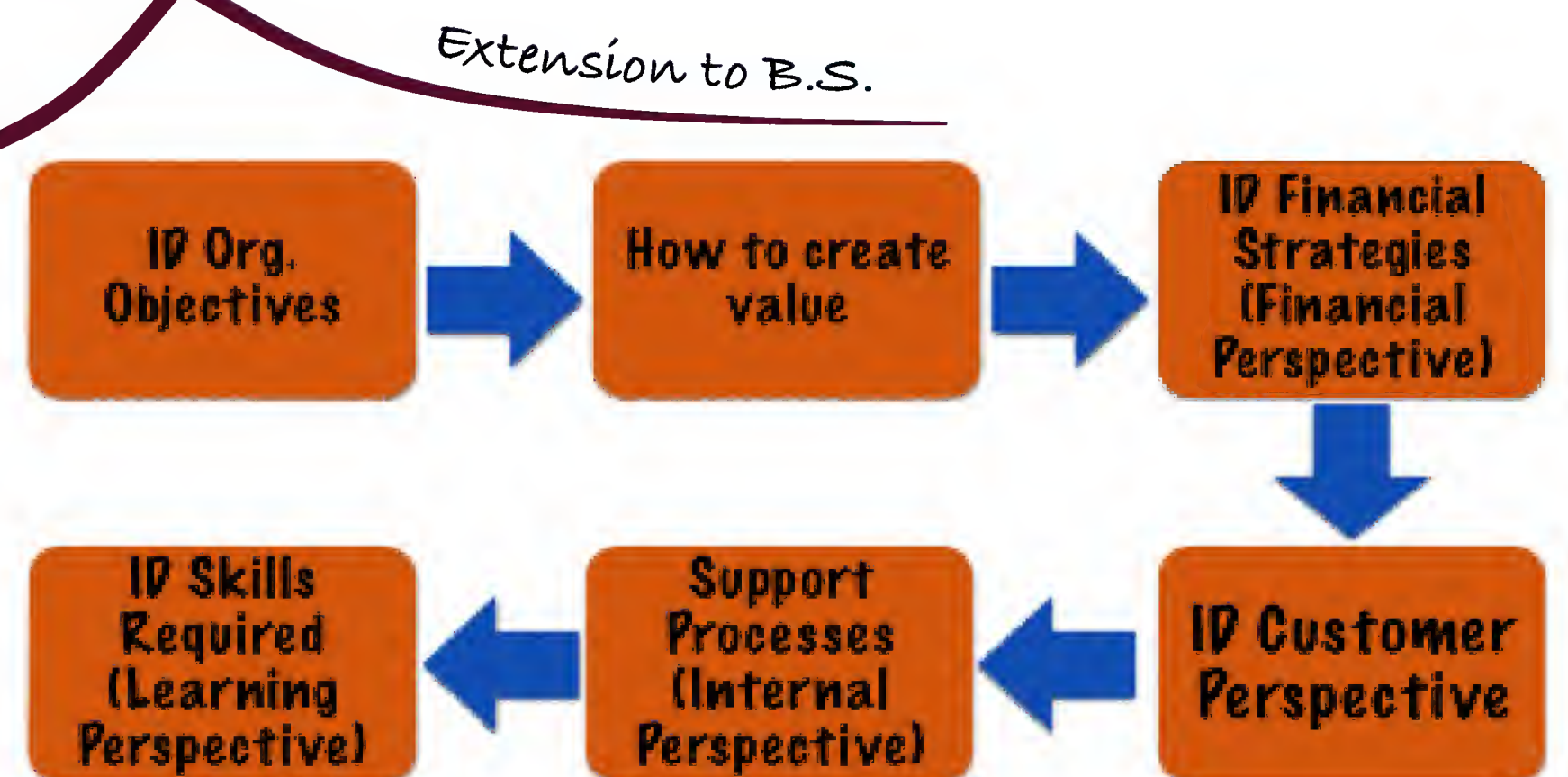


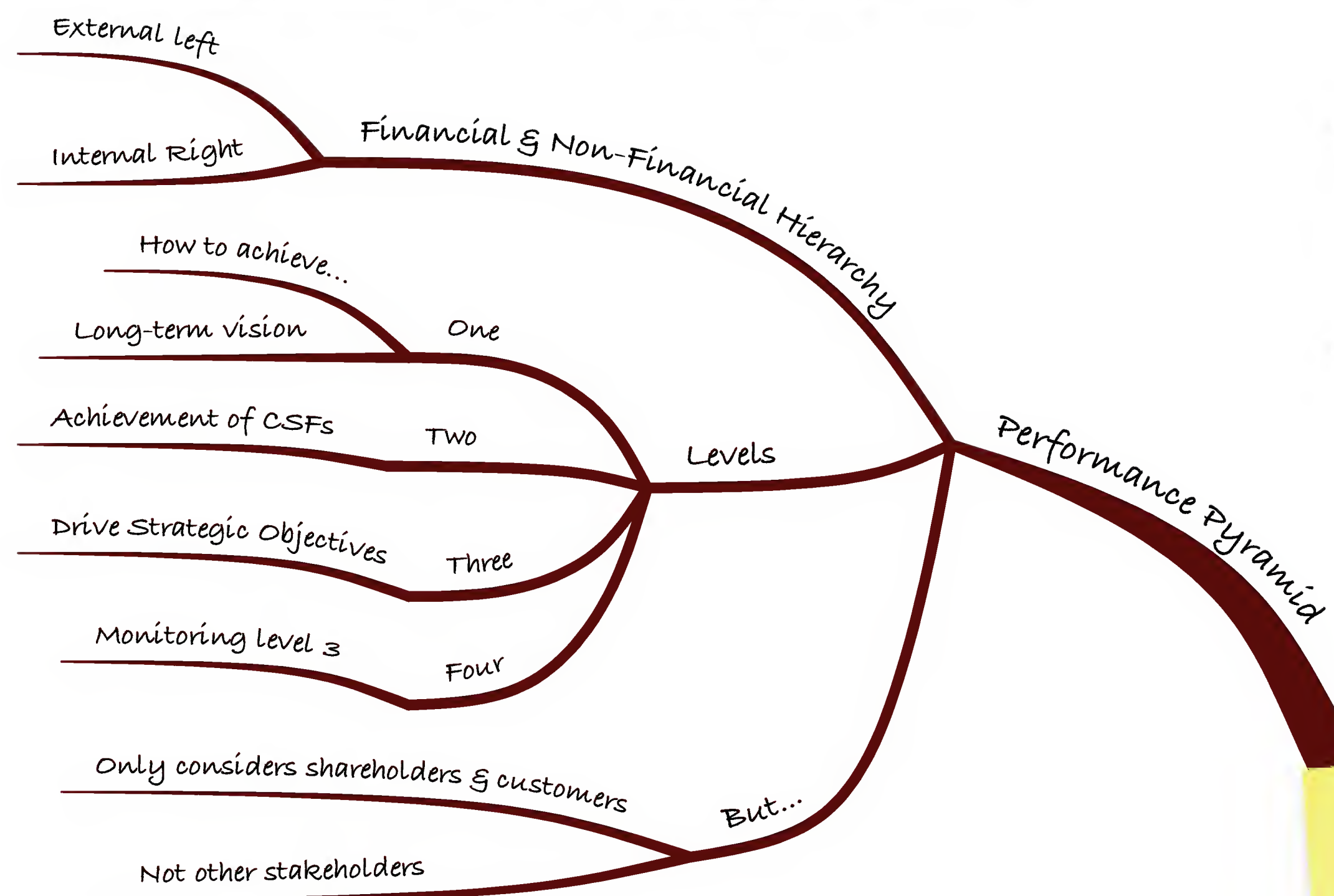
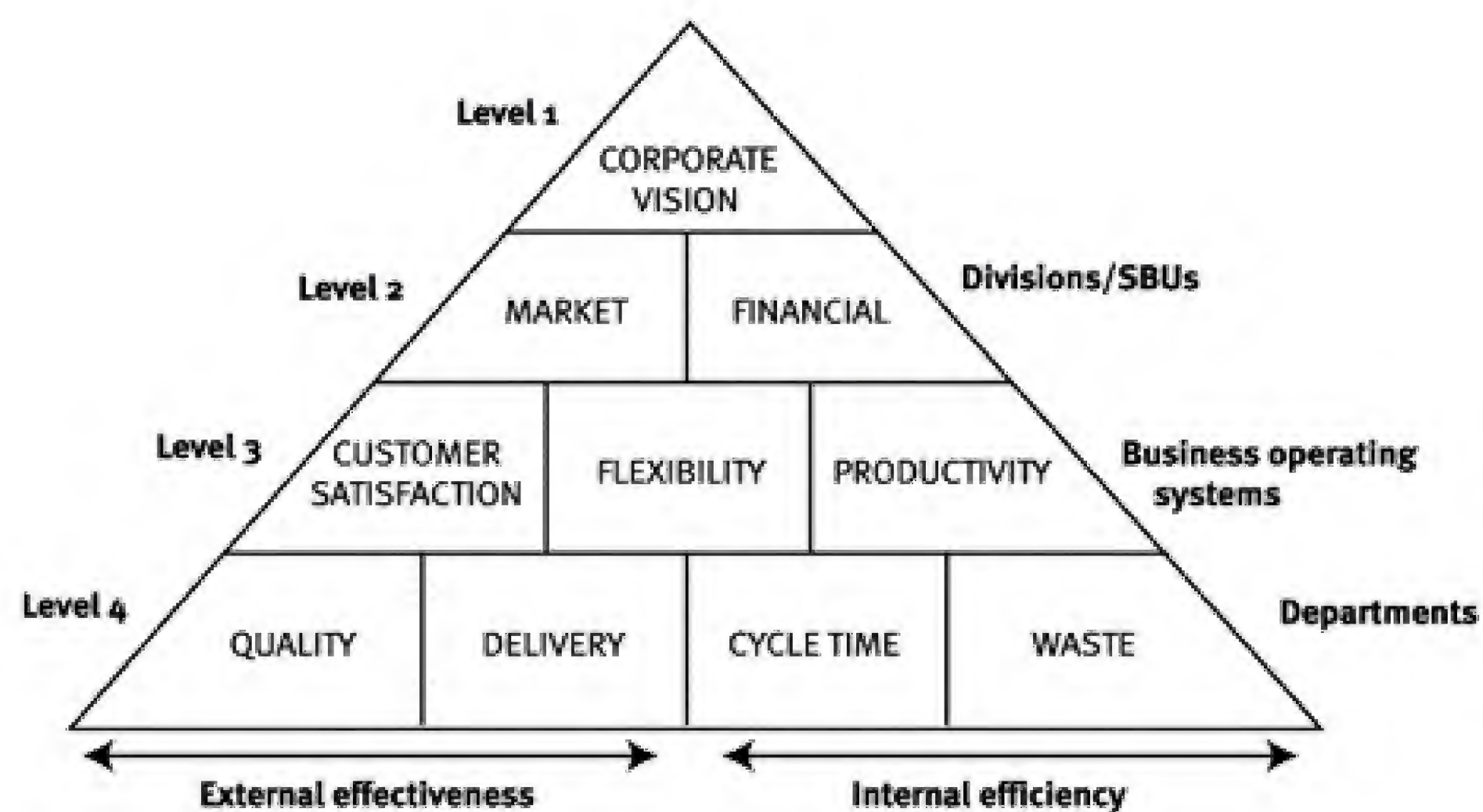


Management Style	Performance Evaluation	Behavioural Aspects
Budget Constrained Style	Short term Budget Measures	Job related pressure May result in <u>short-termism</u> Poor working relationships May be manipulation of data
Profit Conscious Style	Long term Profit Maximised	Less job related pressure Better working relationships Less manipulation of data
Non-Accounting Styles	Quality/ Satisfaction etc.	Less concern for accounting information Requires stringent monitoring of performance against budget



BALANCED SCORECARD





Dimension	
Competitiveness	
Financial performance	
Quality of service	
Flexibility	
Resource utilisation	
Innovation	
Standards	Measures
Ownership	Clarity
Achievability	Motivation
Fairness	Controllability

MEASURING PERFORMANCE II

